REPORT OF THE

OFFICE OF THE AUDITOR GENERAL

TO THE

JOINT LEGISLATIVE AUDIT COMMITTEE

933

REVIEW OF THE DEPARTMENT OF SOCIAL SERVICES' ADMINISTRATION OF THE TITLE XX LONG-TERM TRAINING PROGRAM

JULY 1980



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Joint Legislative Audit Committee

GOVERNMENT CODE SECTION 10500 et al

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July 10, 1980

933

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The Honorable Speaker of the Assembly
The Honorable President pro Tempore of the Senate
The Honorable Members of the Senate and the
Assembly of the Legislature of California

Members of the Legislature:

Your Joint Legislative Audit Committee respectfully submits the Auditor General's report concerning the Department of Social Services' administration of the Title XX long-term training program.

We reviewed the department's administration of the financial aid program for Title XX agency employees and potential employees to obtain their master's degrees in social work.

The auditors are Robert E. Christophel, Audit Manager; Dore C. Tanner, CPA; and Janice M. Shobar.

Respectfully submitted,

S. FLOYD MORI

Chairman, Joint Legislative

Audit Committee

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SUMMARY

We have reviewed the Department of Social Services' administration of the Title XX long-term training program, which financially assists current and potential employees of Title XX agencies in obtaining their master's degrees in social work. We have found that the department spent funds to prepare students for employment with social service agencies despite the limited job opportunities in this area. Further, the department has allowed this program to continue without evaluating the availability of jobs for participants who are not currently employed by a Title XX agency. In addition, the department has not adequately monitored the enforcement of federal regulations requiring commitments from students to work in Title XX agencies upon completion of their training.

By funding student trainees despite limited job opportunities and by failing to enforce federal regulations regarding employment commitments, the Department of Social Services has not effectively carried out its administrative responsibilities. As a result, there is no assurance that the objectives of the training program are being met.

To improve the administration of the Title XX program, we recommend that the Department of Social Services discontinue financial assistance for all students who are not currently employed or not on a leave of absence from Title XX agencies. We also recommend that the department establish uniform guidelines to ensure that all students have legally binding commitments to work for a Title XX agency after their training is completed.

In the final section of the report, we provide information specifically requested by the Legislature. We found that the Department of Social Services did not adhere to State Administrative Manual procedures in contracting with the Southwest Regional Laboratory.

We also found that the department only funded county staff development training programs. When federal Title XX funds were curtailed, the department discontinued efforts to contract for other training programs specifically budgeted for by the Legislature--programs for training foster care providers, operators of child and family day care centers, and providers of in-home supportive services. Finally, we found that students at the universities we reviewed are receiving varying amounts of financial assistance.

INTRODUCTION

In response to a resolution of the Joint Legislative Audit Committee and under the authority vested in the Auditor General by Government Code Section 10527, we have reviewed the Department of Social Services' administration of the Title XX long-term training program. This report focuses on a review of the financial aid program which assists current and potential Title XX agency employees in obtaining their master's degrees in social work.

BACKGROUND

The Department of Social Services (DSS) is designated as the single state agency that receives federal social service funds from Title XX of the Social Security Act. The Title XX long-term training program is in its third year of statewide operation in California, having been implemented in fiscal year 1977-78. The DSS has been responsible for the administration of the Title XX program since July 1, 1978 when the program was transferred from the Department of Health Services.

The Adult and Family Services Division is the unit within the department that is responsible for administering Title XX training programs. This division's responsibilities include establishing and coordinating comprehensive training to

meet the varied needs of Title XX agency personnel, selecting appropriate training mechanisms, and monitoring the training programs to ensure that they comply with applicable regulations.

Title XX training programs are designed to train employees who provide Title XX social services. Funds may be allocated for the following types of training:

- Long-term training;
- Short-term training;
- Training for providers of direct services.

Long-term training enables employees of agencies receiving Title XX funds to obtain their master's degrees in social work (MSW).*

For the purposes of our report, we classified MSW participants into the categories of current and potential employees:

- Current employees, those who work for Title XX agencies, may receive financial assistance through Title XX in obtaining their MSWs while working full time or part time or while taking a

^{*} Generally, the MSW program is a two-year program for students attending full time.

leave of absence. They must have a commitment with their agencies to continue their employment for a specified time after completing the training.

Potential employees are students who are receiving financial assistance through Title XX in obtaining their MSW degrees and who have commitments for future employment with Title XX agencies.

Short-term training, the next type, serves Title XX agency staff who provide services in foster care, family reunification, out-of-home care for adults, and protective services for children and adults. For example, these training programs might include teaching social workers to identify and assess problems and to develop case plans.

And the final type, training for providers of direct services, addresses the specific needs of foster parents, child and family day-care workers, and those providing in-home supportive services. This type of training might include teaching foster parents to work effectively with children who have special needs, instructing operators of day-care centers in managing child behavior, and teaching in-home supportive service workers medical information.

Federal Funding

For fiscal year 1979-80, the Legislature budgeted \$12.9 million in federal Title XX training funds to be matched by a 25 percent contribution composed of university foundation, county, or state funds. However, the amount of federal funds available to California was reduced to only \$3.3 million as a result of a national spending limit which was placed on Title XX training funds by Public Law 96-86. This 74 percent reduction in federal funding forced the DSS to cancel all training contracts as of February 15, 1980. In fiscal year 1979-80, estimated Title XX expenditures for the long-term training program at all schools were \$750,000, excluding matching funds provided by the university foundations.

Funding for fiscal year 1980-81 is unknown at this time. The proposed California budget, which commits \$13 million in federal funds for Title XX training programs, is pending further action by the Federal Government.

California's Long-Term Training Program

During fiscal year 1979-80, a total of 206 students (both current and potential employees) were enrolled in the Title XX long-term training programs at six California state universities. Below we detail expenditures for these programs at the three universities we visited--California State

University (CSU), Sacramento; San Francisco State University, and California State University (CSU), Fresno. Also, we discuss the process by which applicants are selected for participation in Title XX long-term training programs.

Estimated Expenditures

Estimated expenditures for the long-term training programs at the three universities we visited totalled \$791,000 for the period from September 1, 1979 to February 15, 1980. This figure includes Title XX funds and university foundation funds which exceed the 25 percent required match. The following table illustrates estimated expenditures by category of funding for the three universities. The estimated expenditures shown for salaries and benefits include funding for Title XX administrative staff, field instructors, and support staff.

ESTIMATED EXPENDITURES FOR TITLE XX LONG-TERM TRAINING AT THE THREE UNIVERSITIES VISITED (INCLUDING MATCHING FUNDS) FOR THE PERIOD FROM SEPTEMBER 1979 THROUGH FEBRUARY 1980

	CSU, S	CSU, Sacramento State University			CSU,	Fresno		
	Amount	Percentage	Amount	Percentage	Amount	Percentage	<u>Total</u>	Percentage
Student Financial A	id \$ 65,000	34.9%	\$ 66,000	34.2%	\$210,000	51.0%	\$341,000	43.1%
Salaries and Benefit	s 92,000	49.5	93,000	48.2	182,000	44.2	367,000	46.4
Operating Expenses	3,000	1.6	5,000	2.6	5,000	1.2	13,000	1.7
Indirect Overhead	26,000	14.0	29,000	15.0	15,000	3.6	70,000	8.8
Total	\$186,000	100.0%	\$193,000	100.0%	\$412,000	100.0%	\$791,000	100.0%

As shown in the above Table, \$341,000 or 43.1 percent of the total estimated expenditures were spent on student financial aid. The percentage of student financial aid at the three universities we visited varied depending upon the types of financial aid received by the students. Current employees who are not on a leave of absence may receive their regular salary plus Title XX financial assistance for mileage, books and supplies, and tuition and fees. Potential employees and employees on a leave of absence receive the same types of financial assistance plus a monthly stipend. Specifically, at CSU, Fresno, all 74 Title XX students received a monthly stipend, while only a portion of the students attending CSU, Sacramento and San Francisco State University received a stipend.

Selection Process

Selection of current and potential employees for the Title XX MSW program is generally the same at each of the three universities we visited. Current employees are selected for long-term training from a list of candidates prepared by the Title XX agency that employs them. The university then reviews the list and accepts students for the MSW program based upon their academic background and their previous work experience. Students who are given a leave of absence from their sponsoring agencies must agree to return to their jobs upon completion of their training. Those employees who choose to continue to work

for the agency full time while obtaining their MSW degrees do not obtain a leave of absence until their last year in the program.

Potential employees of Title XX agencies apply directly to the university's school of social work. To be eligible for financial assistance from the university's Title XX office, students must then obtain a commitment from a Title XX agency for future employment. Commitments are conditional based upon merit system requirements, legislative funding limitations, position freezes, and other circumstances beyond the employer's control.

Title XX offices at the universities we reviewed selected stipend students on the basis of financial need and their commitment to work in the area of social services. One college also based its selection on affirmative action requirements to obtain representation from minority groups. Background information on the 166 current and potential Title XX agency employees at the three universities we visited is presented in Appendices A and B of this report.

AUDIT SCOPE AND METHODOLOGY

We reviewed the long-term training programs at three state universities. Our sample comprised 166 participants; this figure represents approximately 81 percent of all California students in Title XX MSW programs.

UNIVERSITIES REVIEWED	NUMBER OF TITLE XX STUDENTS
CSU, Sacramento San Francisco State University CSU, Fresno	44 48 74
Total	<u>166</u>

Our review of the Department of Social Services' Title XX long-term training program included interviews with responsible federal, state, and county department staff; state university Title XX project coordinators; and students. During our audit, we analyzed the department's contracts for long-term training as well as pertinent financial records. We also reviewed training program costs and state university files for Title XX students.

AUDIT RESULTS

THE DEPARTMENT OF SOCIAL SERVICES'
ADMINISTRATION OF THE TITLE XX
LONG-TERM TRAINING PROGRAM
NEEDS IMPROVEMENT

The Department of Social Services has not effectively administered the long-term component of the Title XX training The intent of the program is to train and retrain program. personnel for Title XX agencies and to obtain from student trainees legally binding commitments to work in those agencies. Despite limited job opportunities in the area, the DSS has expended Title XX funds to assist potential employees of social service agencies in obtaining their MSW degrees. If these prospective employees are unable to find jobs with sponsoring Title XX agencies, the objective of the training program shall In addition, the department has not adequately not be met. monitored the enforcement of federal regulations concerning employment commitments from students in Title XX training Some students participating in the MSW program, for example, do not have legally binding commitments to continue their employment. Consequently, there is no assurance that students will either fulfill their employment commitments or repay the financial assistance they have received.

Title XX Funds Are Spent on Potential Employees Despite Limited Employment Opportunities

During our review we found that Title XX funds are being spent on potential employees of social service agencies despite a lack of employment opportunities in the area of social services. Forty-seven of the 166 students at the three universities we visited were not employed by a Title XX agency but were receiving financial assistance to obtain their MSW degrees. This situation has resulted because the department did not assess the social services job market and thus continued to admit students into the training program.

A Title XX agency that is sponsoring a potential employee is required under federal law to offer employment to that individual during the six months following completion of his or her training. As stated previously, these commitments are conditional, based upon merit system requirements, legislative funding limits, position freezes, or other circumstances beyond the agency's control.

Recent studies indicate that job opportunities in the social services area are very limited. An audit released by the U.S. Department of Health, Education, and Welfare in 1980 reported that none of the 11 students who graduated from California's Title XX long-term training program in 1978 received jobs from participating Title XX agencies. The report

states that although San Jose University has a contract with the county agency to train current employees, it did not allow regular students to participate in the program because of poor employment opportunities after graduation. Furthermore, the report indicated that a large number of qualified social workers are unemployed, based upon interviews with persons concerned with employment opportunities for social workers. The report also states that since many social workers have master's degrees, it is difficult for them to accept unrelated or low-paying employment. Other surveys conducted by both the California Chapter of the National Association of Social Workers and the County Welfare Directors Association of California cite a reduction in social service positions since the passage of Proposition 13.

Clearly, the Department of Social Services has failed to evaluate its training programs to assess the availability of jobs for potential Title XX employees. Despite these indications that social service positions were limited, the department allowed two of the schools we visited to admit 18 potential employees into the first year of the MSW program. Twenty-nine potential employees were already participating in the second year of the program at the three schools reviewed.

If these 47 potential employees are not able to obtain employment with Title XX agencies after completing their training, the objective of the training program shall not

be met, and Title XX funds will not be used according to federal intent. We estimate that \$266,000 was spent on the 47 students, an amount representing an average cost per student of \$5,660 for the period from September 1979 through February 1980. In addition to long-term training, these funds could have been allocated to other training programs which have been specifically budgeted for by the Legislature--programs for training foster care providers, operators of child and family day care centers, or providers of in-home supportive services. Presently, the training needs of these direct service providers are totally unmet. (Additional information related to these providers is presented in the final section of this report.)

Federal Regulations Regarding Student Employment Commitments Are Not Being Met

During our review, we found that two of the three state universities we visited were not in compliance with federal regulations regarding employment commitments. Federal regulations require students to have legally binding commitments to work for Title XX agencies after completing their training. A student must work for a Title XX agency for a period of time at least equal to the period for which he or she receives financial assistance. Trainees failing to fulfill the requirements of their employment commitments must reimburse the program for the amount of financial assistance they have received. Current employees must continue to work for the same agency while potential employees must work for a Title XX agency if employment is offered within six months after completion of training.

Despite federal requirements, current employees who participate in the Title XX training program at San Francisco State University have no commitments to continue their employment after they have completed their training. Potential employees at this university have employment commitments; however, the commitments do not stipulate repayment of financial assistance if the commitment is not fulfilled. We estimate that \$66,000 in financial assistance was paid to these individuals for the period from September 1979 through February 1980.

The procedures at California State University, Sacramento also deviate from federal requirements. The employment commitments used at this university require that students seek employment with a Title XX agency within six months after graduation rather than after completion of training. To graduate from CSU, Sacramento, students must write a thesis within seven years of completing their course work. Therefore, this agreement may permit students to postpone the repayment of their work commitments for as long as seven years.

The Department of Social Services has not monitored and enforced federal regulations concerning employment commitments, nor has it established uniform guidelines to ensure that all students have legally binding commitments to work for a Title XX agency. As a result, there is no assurance that the intent of the long-term training program will be achieved by either the student fulfilling his employment commitment to a Title XX agency or repaying the financial assistance received.

To improve the management of the Title XX training program, the department requested two additional positions. Further, the department recently issued guidelines requiring all students receiving stipends to have legally binding commitments and to take a leave of absence from a Title XX agency.

CONCLUSION

By funding potential employees despite limited job opportunities and by failing to enforce federal regulations regarding employment commitments, the Department of Social Services has not effectively carried out its administrative responsibilities. As a result, there is no assurance that the objectives of the program are being met or that Title XX funds are being used according to federal intent.

RECOMMENDATION

We recommend that the Department of Social Services

- Discontinue financial assistance for all students who are not employed or not on a leave of absence from Title XX agencies in fiscal year 1980-81;
- Establish uniform guidelines to ensure that all students have legally binding commitments to work for a Title XX agency after their training is completed.

INFORMATION REQUESTED BY THE LEGISLATURE

We were requested by the Legislature to review the Department of Social Services' administration of the following aspects of Title XX training programs:

- Contract with the Southwest Regional Laboratory;
- Training for providers of direct services;
- Amounts of financial assistance received by students in long-term training programs.

Contract with the Southwest Regional Laboratory

During fiscal year 1978-79, the Department of Social Services entered into a contract with the Southwest Regional Laboratory (SWRL). This contract, totalling approximately \$1.2 million, required that the SWRL assess social service training needs in California.* Title XX funding was used for 75 percent of the costs; contributions of the SWRL equalled 25 percent of the total funding. We found that the department did not use competitive bidding procedures as outlined in the State Administrative Manual (SAM) when contracting with the SWRL.

^{*} SWRL was created by a joint powers agreement between various educational and state entities of Arizona, Nevada, and California, including the University of California and the state college system.

According to the State Administrative Manual, at least three qualifying proposals must be secured on all potential contracts for professional consultant services. If three proposals cannot be obtained, the contract must be accompanied by an explanation which includes the names of individuals requested to submit proposals and the reasons why they did not submit such proposals.

We found that there is no documentation to verify that the department secured three qualifying proposals. Department staff stated that they contacted three universities as well as the SWRL and that they held informal discussions regarding the selection of an educational institution to perform a needs assessment study. In explaining the incident, department staff asserted that if one of the universities were selected to conduct the study, that university would be in a position of unfair advantage in bidding for training programs based upon its own study.

The SWRL contract was approved by the Department of General Services based upon the Department of Social Services' explanation of its bidding procedure. According to department staff, the SWRL was "selected from a list of qualified educational institutions from the area in which the services are to be provided." However, the DSS was unable to provide us with such a list.

The Legislative Counsel issued an opinion relating to this matter. The opinion indicates that, under the State Administrative Manual, the SWRL contract would have been subject to the requirement that three qualifying proposals be secured. The Counsel points out, however, that the SAM provides only policy guidelines and does not contain any statutory provisions that require a request for proposal process. Therefore, although the department did not adhere to procedures set forth in the SAM, it did not violate statutory provisions.

The SWRL contract has also been reviewed by the U.S. Department of Health, Education, and Welfare (HEW). December 1979, the contract was disallowed for reimbursement. The disallowance was based on a legal opinion that the SWRL cannot be considered an accredited educational institution as defined by federal regulations. The DSS disagrees with the federal disallowance and has insisted that the SWRL is an accredited educational institution within the meaning of federal requirements. Further, the DSS maintains that even if not considered an accredited the SWRL is educational institution, incurred costs are allowable as reasonable costs for the development and purchase of teaching materials and procedures directly related to the Title XX program. The DSS has appealed the HEW decision to the U.S. Grants Appeals Board. Action from this board is pending.

Training for Providers of Direct Services

For fiscal year 1979-80, the Legislature budgeted Title XX training funds in the amount of \$1,100,000 for foster parents, \$1,150,000 for child and family day care operators, and \$800,000 for providers of in-home supportive services. The Department of Social Services released Requests for Proposal (RFPs) for foster care and child care in July of 1979. RFPs for the training of in-home supportive services providers were not developed.

When federal funds were curtailed, the department discontinued efforts to contract for foster care and child care training. The limited available funds were directed toward ongoing county staff development training programs, for which RFPs had already been released.

The department states that if Title XX funding is restored to previous funding levels through the passage of pending federal legislation, it will execute contracts for foster care and child care training. Currently, the training needs of foster parents, child care operators, and in-home supportive services providers are totally unmet.

Amounts of Financial Assistance Received by Students in Long-term Training Programs

The Department of Social Services allows state universities to establish their own policies for financial aid to students. As a result, students at each university receive varying amounts of financial aid.

The State's guidelines establish maximum allowances of financial assistance for students. Each school is permitted to determine the levels of financial assistance per student within this maximum limit. However, students at the three state universities we reviewed received different amounts of financial support for the fall semester of the current school year. The following table shows the approximate amounts of direct financial assistance granted to each stipend student at the three universities we visited.

APPROXIMATE AMOUNTS OF FINANCIAL AID RECEIVED BY STIPEND STUDENTS SEPTEMBER 1979 THROUGH FEBRUARY 1980^a

	San Francisco State University	CSU, Sacramento	CSU, <u>Fresno</u>
Stipends ^b	\$2,800	\$2,430	\$2,550
Allowance for each Dependent ^C	300	0	300
Tuition and Fees ^d	104	0	96
Books and Supplies Allowance	100	0	85
Mileage Allowance	<u> 160</u>	0	0
	<u>\$3,464</u>	\$2,430	<u>\$3,031</u>

a Excludes administrative costs.

The table shows that a student having one dependent and attending San Francisco State University would have received financial assistance in the amount of \$3,464. If the same student attended CSU, Sacramento, the student would have received \$2,430 or \$1,034 less.

b Excludes part-time students and students working part time but receiving their regular salary.

^C Assumes one dependent at \$75 per month for the fall semester.

d Based on university fee schedule.

The department recently issued guidelines requiring state universities to establish uniform policy for the payment of financial assistance to students.

Respectfully submitted,

Auditor General

Date: July 1, 1980

Staff: Robert E. Christophel, Audit Manager Dore C. Tanner, CPA Janice M. Shobar

DEPARTMENT OF SOCIAL SERVICES

744 P Street, Sacramento, CA 95814 916/322-0181



June 27, 1980

The Honorable Thomas W. Hayes Auditor General 925 L Street, Suite 750 Sacramento, CA 95814

Dear Mr. Hayes:

This letter is in response to your draft report entitled, "Review of the Department of Social Services' Administration of Long-Term Training Program," dated June 20, 1980.

I would like to commend your staff on their professionalism and willingness to work cooperatively with this department during their review of the Title XX Training Program. The Department concurs with the final recommendations as stated in the report and has implemented or will have the capability to implement all of the recommendations during FY 80/81.

Certain points need to be emphasized concerning the Title XX Training Program. The Department of Social Services inherited from the Department of Health a training program which had no standard guidelines or standard procedures by which to select the training programs. The Department since December of 1978 has done the following to improve the management of the program:

JanMarch 1979	Conducted a statewide training needs assessment on
	child care, foster care, homemaker-chore and staff
	development.

March-April 1979	Developed and sent out a request for proposals for
	staff development which standardized the short-term
	and long-term training programs.

March-July 1979	Requested f	rom the L	egisla.	ature	monies	and	develo	ped
	request for	proposal	s for	child	care	and	foster	care
•	providers.							

June 1979-present	Conducted audits of the training programs, i.e., Sacramento State University, Fresno State University, San Jose State University for compliance to the
	Federal regulations, state guidelines, and contract terms.

Sept.-Oct. 1979

Reviewed, selected and negotiated contracts for child care and foster care training programs to be funded during FY 79/80. The Department was not able to execute the contracts because of the nonavailability of Federal funds.

March 1980

Requested from the Legislature two positions commencing July 1, 1980 to administer the training programs.

May 1980

Developed and sent out a request for proposals further defining and standardizing the short-term and long-term training program. For example, only county employees on a leave of absence will be eligible to participate in the stipend program and all financial support will be standard.

Developed and sent out a request for proposals concerning child care to include other geographical areas not included by the training programs selected during FY 79/80.

The Department will be executing contracts for foster care, child care and staff development in the following months so that training can commence on October 1, 1980. If Congress had acted more promptly with the passage of HR 3434 and appropriated the necessary monies, the Department would have executed contracts for child care and foster care during the past fiscal year 1979/80.

One additional item that needs to be clarified is the amount of monies spent by the three universities on long-term training during September-February 15, 1980. Your report reflects an estimated amount of \$791,000 which includes in-kind match. The actual estimated amount of federal monies reimbursed to the three schools during that period was approximately \$470,000.

If you have any further questions, please call Al Colon or Jim Gomez at 322-0181. Thank you for the opportunity to respond to your draft report.

Sincerely,

Director

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BACKGROUND INFORMATION ON STUDENTS RECEIVING A STIPEND AND FINANCIAL ASSISTANCE GRANT FOR 1979-80

Students	CSU, Sacramento	San Francisco State University	CSU, <u>Fresno</u>	<u>Total</u>
Total Number	24	15	74	113
MSW Program				
Students in First Year	4	4	54	62
Students in Second Year	20	11	20	51
<u>Sex</u>				
Male Female	8 16	4 11	31 43	43 70
Race				
Caucasian Black Asian Hispanic/Chicano Native American	13 6 1 2 2	3 4 3 5 0	48 4 1 19 2	64 14 5 26 4
Age				
20-25 26-30 31-35 36-40 41-45 46-50 over 51	Data Not Available	4 4 0 5 2 0	8 17 17 13 8 7 4	12 21 17 18 10 7 4
Undergraduate Degree	2			
Social Welfare/ Social Work Social Science Sociology Foreign Languages English Psychology Other	12 2 3 2 1 4 0	5 2 3 0 0 4 1	25 13 4 3 7 6 16	42 17 10 5 8 14 17

BACKGROUND INFORMATION ON STUDENTS RECEIVING FINANCIAL ASSISTANCE OTHER THAN A STIPEND^a FOR 1979-80

Students	CSU, <u>Sacramento</u>	San Francisco State University	<u>Total</u>
Total Number	20	33	53
MSW Program			
Students in First Year	20	24	44
Students in Second Year	0	9	9
<u>Sex</u>			
Male Female	3 17	15 18	18 35
Race			
Caucasian Black Asian Hispanic/Chicano Native American	15 1 2 1 1	22 3 7 0 1	37 4 9 1 2
<u>Age</u>			
20-25 26-30 31-35 36-40 41-45 46-50 over 51	Data Not Available	0 8 10 7 2 4 2	0 8 10 7 2 4 2

a All Fresno State University students receive a stipend.

cc: Members of the Legislature
Office of the Governor
Office of the Lieutenant Governor
Secretary of State
State Controller
State Treasurer
Legislative Analyst
Director of Finance
Assembly Office of Research
Senate Office of Research
Assembly Majority/Minority Consultants
Senate Majority/Minority Consultants
California State Department Heads
Capitol Press Corps